



Human Capital Accountability Systems: Nuts and Bolts

Working for America

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



Message from the President

"...good beginnings are not the measure of success. What matters in the end is completion. Performance. Results. Not just making promises, but making good on promises."

- George W. Bush



Message from the Director

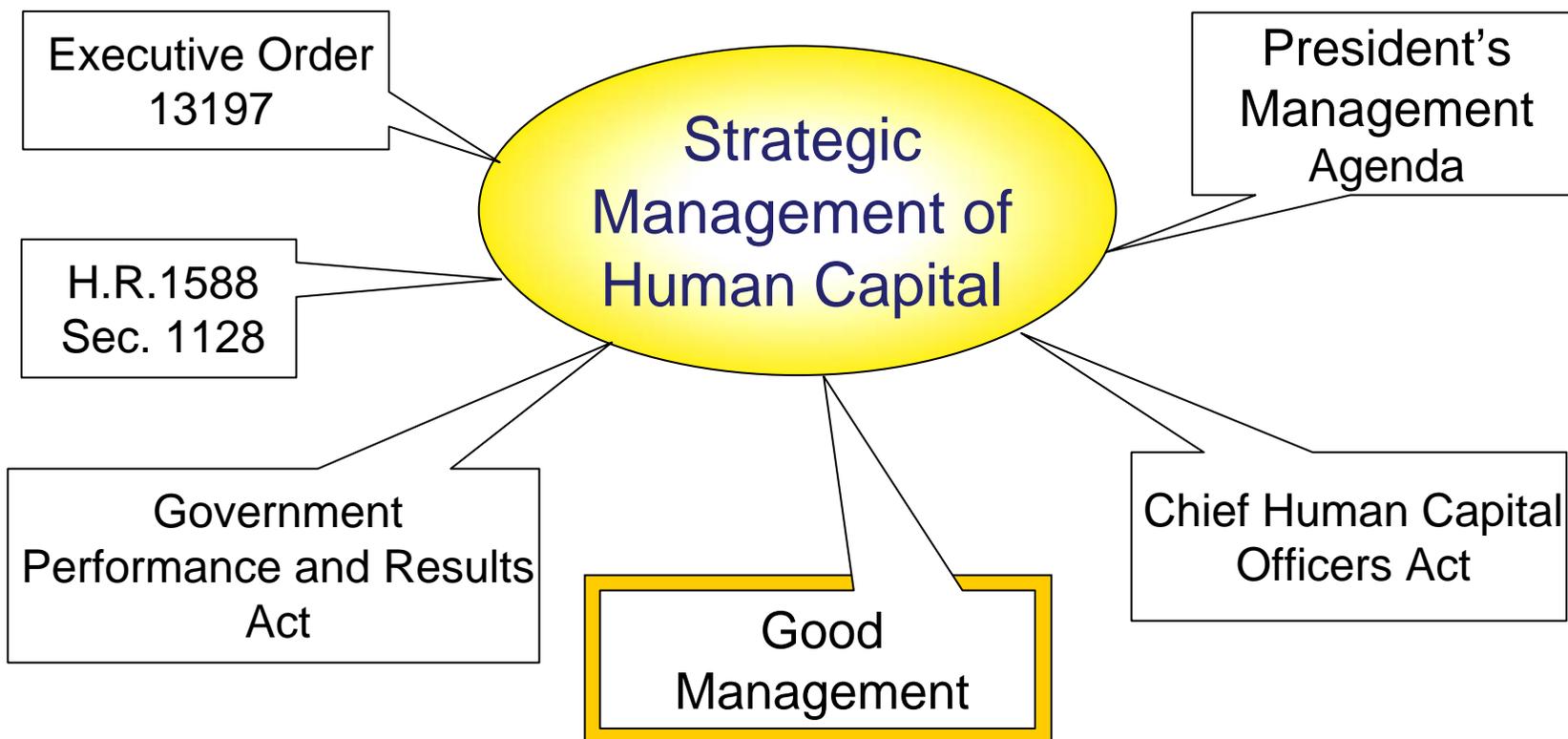


“Our goal is for all Federal agencies to be able to evaluate their own Human Capital program performance. You will be able to do this using balanced measures encompassing compliance, efficiency, effectiveness and alignment.”

- Kay Coles James

HC Accountability Environment

MERIT SYSTEM PRINCIPLES



An Accountability System Is Good Management

Aligns Goals

Tracks Progress

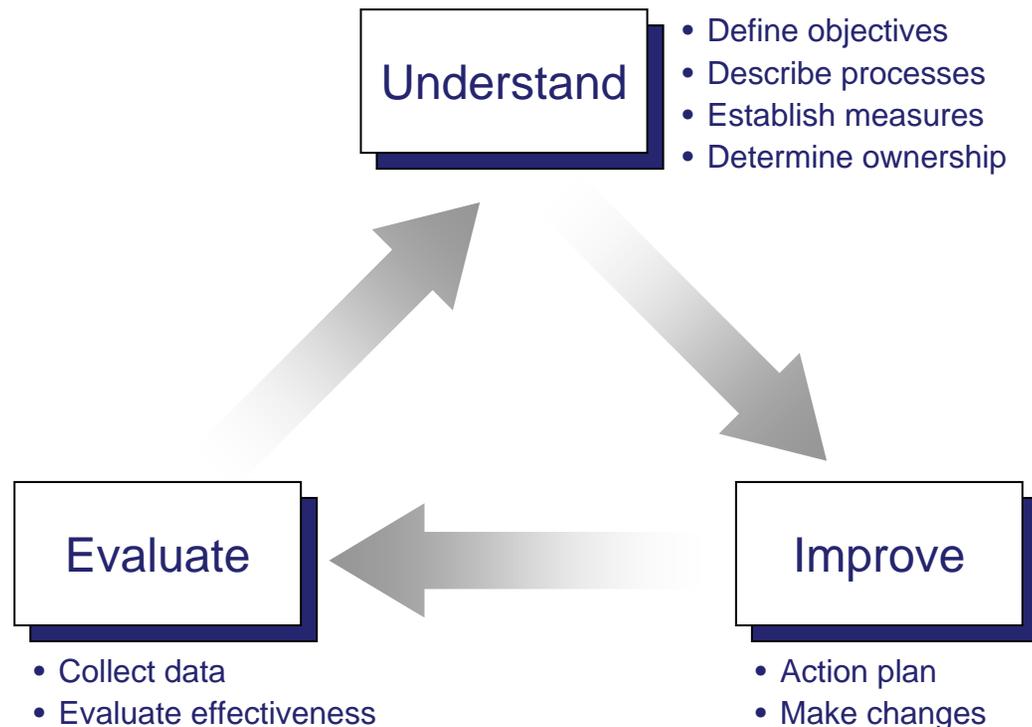
Identifies Needed Change

Justifies Resources

Promotes Continuous Improvement

What is HC Accountability?

A *system* of continuous improvement that employs processes and measures to enable an agency to *understand, improve, and evaluate* its Strategic Human Capital Management.



Chief Human Capital Officers Act

The Chief Human Capital Officer shall:

- Advise and assist the head of the agency and other agency officials in carrying out the agency's responsibilities for selecting, developing, training, and managing a high-quality, productive workforce in accordance with merit system principles;
- Implement the rules and regulations of the President and the Office of Personnel Management and the laws governing the civil service within the agency; and
- Carry out such functions as the primary duty of the Chief Human Capital Officer.



Chief Human Capital Officers Act

Chief Human Capital Officer Functions are:

- Setting the workforce development strategy of the agency;
- Assessing workforce characteristics and future needs based on the agency's mission and strategic plan;
- Aligning the agency's human resources policies and programs with organization mission, strategic goals, and performance outcomes;
- Developing and advocating a culture of continuous learning to attract and retain employees with superior abilities;
- Identifying best practices and benchmarking studies, and;
- Applying methods for measuring intellectual capital and identifying links of that capital to organizational performance and growth.



Chief Human Capital Officers Act

Chief Human Capital Officers shall have access to all records, reports, audits, reviews, documents, papers, recommendations, or other material that:

- Are the property of the agency or are available to the agency;
- Relate to programs and operations with respect to which that agency Chief Human Capital Officer has responsibilities under this chapter; and
- May request such information or assistance as may be necessary for carrying out the duties and responsibilities provided by this chapter from any Federal, State, or local governmental entity.



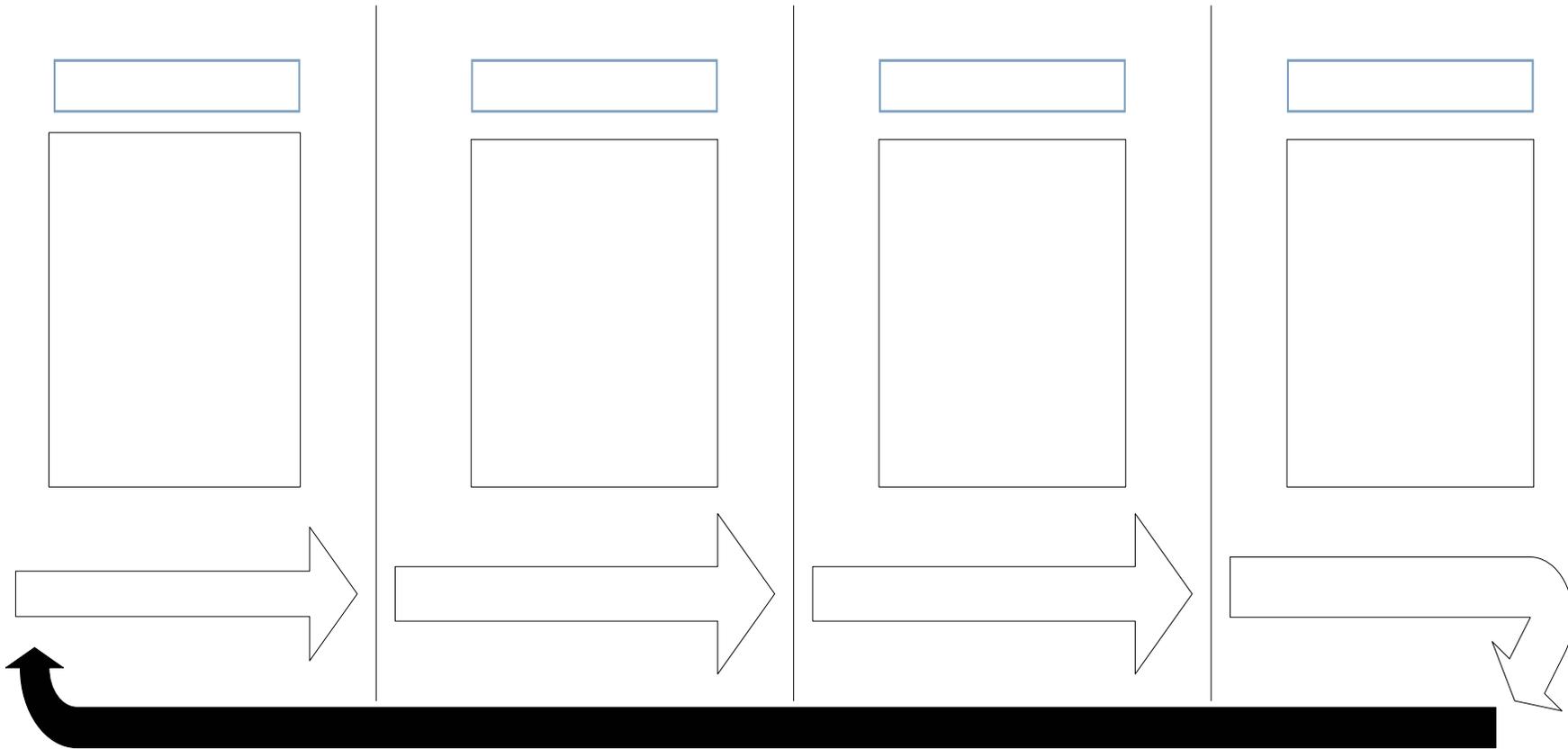
Chief Human Capital Officers Act

OPM must develop a set of systems with metrics and standards for assessing the management of human capital by Federal agencies. These systems:

- Align human capital strategies of agencies with the missions, goals, and organizational objectives of those agencies, and integrating those strategies into the budget and strategic plans of those agencies;
- Close skill gaps in mission critical occupations;
- Ensure continuity of effective leadership through implementation of recruitment, development, and succession plans;
- Sustain a culture that cultivates and develops a high performing workforce;
- Develop and implement a knowledge management strategy supported by appropriate investment in training and technology; and
- Hold managers and human resources officers accountable for efficient and effective human resources management in support of agency missions in accordance with merit system principles.



Human Capital Systems



Accountability: Ensuring Alignment and Progress

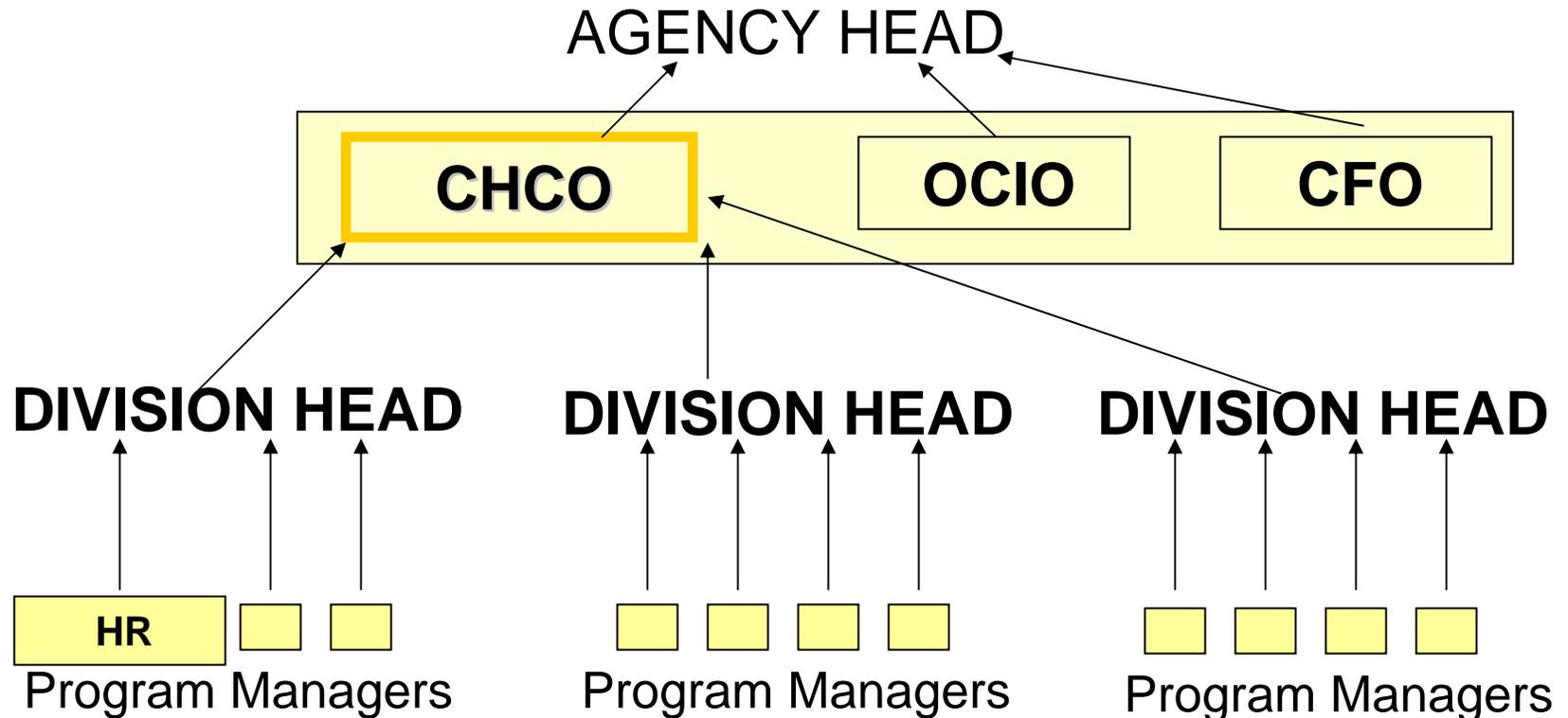
Strategic Alignment

- Agency human capital strategy is aligned with mission, goals, and organizational objectives and integrated into its strategic plans, performance plans, and budgets.
 - *The agency designs a coherent framework of human capital policies, programs, and practices to achieve a shared vision integrated with the strategic plan.*
 - *To leverage its efforts, the agency works with others to share best practices and learn about new developments.*
 - *Senior leaders, managers, human resources (HR) professionals, and key stakeholders contribute to the human capital vision and the agency's broader strategic planning process. HR professionals act as consultants with managers to develop, implement, and assess human capital policies and practices to achieve the organization's shared vision.*

Accountability

- Agency human capital decisions are guided by a data-driven results-oriented planning and accountability system.
 - *The processes and activities outlined under this Standard are used throughout the critical success factors described in this framework. This ensures that over time people are managed efficiently and effectively and in accordance with the merit system principles, veterans' preference, and related public policies to support the agency shared vision.*

Basic Structure of a HC Accountability System



**Provides the Information Needed to:
Align, Promote, Coordinate, Evaluate, and Improve
the Strategic Management of Human Capital**



Outcomes at Different Levels

HC Systems

HC Program Outcomes

HC Outcomes

Talent

Mission critical occupations and competencies identified; Effective recruitment, selection, placement, and training.

Competency gaps reduced or eliminated; Turnover reduced; High employee satisfaction.

Leadership & Knowledge Management

Effective leadership recruitment, selection, training, and development; Ensured knowledge capturing, sharing, and succession.

No leadership gaps; High satisfaction with leadership; Culture of continuous learning; No knowledge gaps.

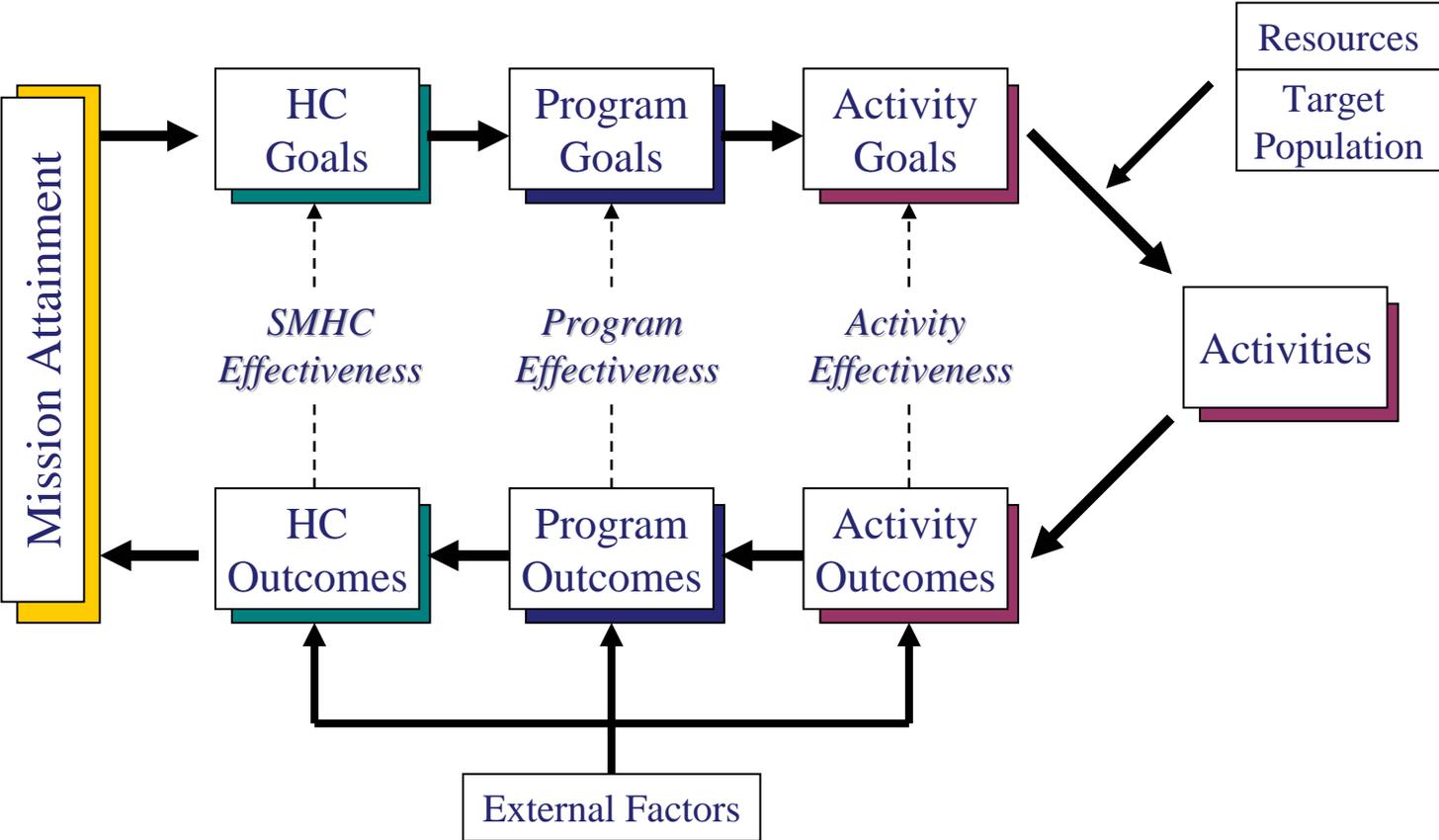
Performance Culture

Performance expectations aligned with mission; Performance ratings tied to expectations; Rewards and sanctions determined by performance; Performance ratings differentiate between high and low performers.

Improved performance culture; Increased respect for diversity.



A Human Capital Evaluation Model



Challenges

Measurement

- Identify “best” metrics.
- Develop linkages to test hypotheses.
- Maintain data collection and reporting efforts.

Temporal

- What can we put in place now?
- What can we put in place within six months?
- What can we work toward putting into place within three years?

Political

- How can we achieve internal agreement?
- How can we achieve policy maker acceptance (e.g., OMB, Congress)?
- How can we achieve public acceptance (e.g., good government organizations, academia, citizenry)?
- How can we institutionalize our system to ensure it lasts through multiple administrations?

Get Started

It will **NEVER** be perfect!

- Experiment
- Collaborate
- Refine



Contact Information

For more information,
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